

Orange County Employees Retirement System
2223 E. Wellington Avenue | Santa Ana | 92701

2023 BUSINESS PLAN



MISSION, VISION AND VALUES

MISSION STATEMENT:

We provide secure retirement and disability benefits with the highest standards of excellence.

VISION STATEMENT:

To be a trusted partner providing premier pension administration, distinguished by consistent, quality member experiences and prudent financial stewardship.

VALUES:

- **O**pen and Transparent
- **C**ommitment to Superior Service
- **E**ngaged and Dedicated Workforce
- **R**eliable and Accurate
- **S**ecure and Sustainable

2023-2025 STRATEGIC GOALS

- Fund Sustainability
- Excellent Service and Support
- Risk Management
- Talent Management
- Effective Governance

FUND SUSTAINABILITY

GOAL: STRENGTHEN THE LONG-TERM STABILITY OF THE PENSION FUND

Business Plan Initiatives

Objective A: Mitigate the Risk of Significant Investment Loss

Executive Lead – Molly Murphy

1. Issue an RFP for a Risk System
2. Issue an RFP for Custodian Services

Objective B: Prudent Use and Security of Resources

Executive Lead – Molly Murphy

1. Asset Allocation Study

EXCELLENT SERVICE AND SUPPORT

GOAL: ACHIEVE EXCELLENCE IN THE SERVICE AND SUPPORT WE PROVIDE TO OUR MEMBERS AND EMPLOYERS

Business Plan Initiatives

Objective A: Provide Accurate and Timely Benefits

Executive Lead – Suzanne Jenike & Jeff Lamberson

1. 100% Accuracy
 - a. Investigate opportunities for process automation
 - b. Determine County payroll system data requirements for automation and improved accuracy in benefit calculations
2. Enhance Member Service team member training and job tools
 - a. Create training videos for Member Services processes (\$10,000)
 - b. Create a formal Retirement Program Specialist (RPS) training program
 - c. Improve the “Frequently Asked Questions” knowledge base
3. Create a dedicated Call Center
 - a. Assign existing staff to the Call Center team
 - b. Set up physical space for the Call Center team (\$20,000)

Objective B: Provide Education to our Members and Employers

Executive Lead – Suzanne Jenike

1. Enhance Member and Employer experience
 - a. Make all member and employer forms electronic
 - b. Update/revisit older videos on the website (\$10,000)
 - c. Investigate using digital signatures for member forms

Objective C: Continuously Improve Business Processes and Procedures to be Efficient and Effective

Executive Leads – Steve Delaney, Brenda Shott, Suzanne Jenike, Jeff Lamberson, Jenny Sadoski

1. Begin preparation work for the next generation Pension Administration System
 - a. Develop a master repository for procedures and business process documents (\$450,000)
 - b. Issue an RFP for a consultant/implementation partner (\$200,000)
 - c. Implement V3 data validation and clean-up procedures

2. Continue the investigation and implementation of Robotic Process Automation/Machine Learning/Artificial Intelligence Initiatives
 - a. Electronic Content and Document Management System (250,000)
 - b. Futurist Roadmap
 - c. Continue implementing RPA use cases (\$600,000)
 - d. Add an Automation Developer to the IT Team (full year - \$233,000)
 - e. Add a Testing Coordinator to the IT Team (full year - \$247,000)

3. Continue the implementation of a helpdesk solution for internal use (\$35,000)
 - a. Add a dedicated Help Desk Technologist to the IT Team (full year - \$122,000)

RISK MANAGEMENT

GOAL: CULTIVATE A RISK-INTELLIGENT ORGANIZATION

Business Plan Initiatives

Objective A: Enhance Governance of Technology Risks

Executive Leads – Matt Eakin & Jenny Sadoski

1. Continue to develop and enhance information security policies (year three - \$3,000)
2. Develop and enhance information technology policies (year two)
3. Enhance Information Security operations by adding an Information Security Analyst to the team (2nd qtr - \$132,000)
4. Increase Information Security Program maturity

Objective B: Continuously Assess Technology Environment and Address Risks

Executive Lead – Jenny Sadoski

1. Replace End of life Server Virtualization (\$250,000)

Objective C: Ensure Compliance with Industry Frameworks and Best Practices

Executive Leads – Steve Delaney & Gina Ratto

1. Create a Project Management Office
 - a. Recruit and hire a dedicated Project Management Officer (full

year - \$233,000)

- b. Develop and implement project intake and prioritization process
- c. Implement PMO framework

2. Create a Compliance Office

- a. Recruit and hire a Chief Compliance Office (mid-year - \$140,000)

3. Expand in-house legal resources

- a. Hire a Staff Attorney assigned to support the Investments Division and to Ethical and Conflict of Interest legal and regulatory requirements (2nd qtr - \$196,000)

Objective D: Ensure a Safe and Secure Workplace and Public Service Facility
Executive Lead – Brenda Shott

- 1. Design and build a new OCERS headquarters facility (multi-year – cost TBD)
- 2. Replace physical security system in the current headquarters (\$20,000)
- 3. Update Guest WiFi (\$25,000)

TALENT MANAGEMENT

GOAL: RECRUIT, RETAIN AND EMPOWER A HIGH-PERFORMING WORKFORCE

Business Plan Initiatives

Objective A: Recruit and Retain a Diverse High-Performing Workforce to Meet Organizational Priorities

Executive Leads – Steve Delaney, Gina Ratto, and Cynthia Hockless

1. Pursue moving the workforce to be 100% employed by OCERS as a single agency
 - a. Continue the Classification and Compensation study of the County level positions (In partnership with the County of Orange (\$20,000)
 - b. Pursue legislation to allow 100% OCERS direct workforce
2. Develop a long-range staffing plan in preparation for Vision 2030
 - a. Prepare proposed agency-wide organization charts indicating additional positions to be recommended and address backfilling positions to dedicate Subject Matter Experts to the next-generation pension administration system project
3. Prepare for the growth of the OCERS team
 - a. Recruit and hire an additional HR Recruiter to assist with getting the Agency fully staffed (\$159,000)
 - b. Complete space management projects and secure temporary satellite space if necessary to ensure adequate workspace for all team members (\$300,000)
 - c. Procure and deploy additional equipment and upgrade end-of-life surface tablets (\$300,000)
4. Investigate HR Systems for automation potential throughout the department

- a. Implement a video interview platform (\$8,000)
- 5. Enhance Mental Health Awareness
 - a. Onsite mental health awareness coach

Objective B: Develop and empower every member of the team
Executive Lead – Cynthia Hockless

- 1. Comprehensive Training Program (\$126,000)
 - OCERS University
 - Research Job Shadowing program
 - Microlearning videos
 - Develop specialized, personal, cross-department, and mid-level leaders training programs
 - Recruit and hire a new Staff-Assistant position assigned to the Learning and Development unit within HR (full year \$97,000)

Objective C: Cultivate a Collaborative, Inclusive and Creative Culture
Executive Lead – Steve Delaney

- 1. Continue to implement diversity, equity and inclusion (DEI) strategies that promote an inclusive workplace (\$23,500)
- 2. Investigate proven methods for fostering a creative culture

EFFECTIVE GOVERNANCE

GOAL: IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF THE BOARD AND STAFF BY CLARIFYING ROLES AND RESPONSIBILITIES, IMPROVING OVERSIGHT, CLARIFYING ACCOUNTABILITY AND IMPROVING DECISION MAKING

Objective A: Employ a Governance Structure that Supports a Dynamic System
Executive Lead – Gina Ratto

1. Create Electronic Board Member Resources and Training Guides



ORANGE COUNTY EMPLOYEES RETIREMENT
SYSTEM

www.ocers.org